

# Leadership Skills Inventory Summary

Name: William Johnson Position: Operations Manager

# of Surveys Returned: 11

		Self Score	Evaluations by Subordinates, Peers, and Supervisors				
			Number of Respondents who:				
			Composite Score	Strongly Agree	Agree	Disagree	Strongly Disagree
1.	Gives appreciation to others	4	3.3	3	6	0	0
2.	Confronts people with problems/situations as they arise	3	2.6	2	4	3	0
3.	Spends time walking floor and stays close to subordinate activity						
4.	Gives encouragement to others	4	3.4	4	5	0	0
5.	Makes clear to subordinates what is expected on the job	4	3.3	3	6	0	0
6.	Is a good listener	4	3.0	3	4	0	1
7.	Coaches/counsels subordinates to ensure compliance with goals						
8.	Treats others with respect (i.e., like they are important people)	4	3.4	4	5	0	0
9.	Actively involved in the development of subordinates						
10.	Holds people accountable for meeting the standards of the job	3	2.2	1	4	4	0
11.	Gives credit to those who deserve it	4	3.3	3	6	0	0
12.	Shows patience and self-control with others	4	2.8	4	2	3	0
13.	Is a leader people feel confident following	3	3.0	2	6	1	0
14.	Has the technical skills necessary for job	4	3.6	7	1	1	0
15.	Meets the legitimate needs (as opposed to wants) of others	3	1.8	1	3	3	2
16.	Is able to forgive mistakes and not hold grudges	4	2.8	2	4	2	0
17.	Is someone people can trust	4	3.6	5	4	0	0
18.	Does not engage in backstabbing (talking behind backs, etc)	4	3.2	4	4	1	0
19.	Gives positive feedback to subordinates when appropriate	4	3.4	4	5	0	0
20.	Does not embarrass people or punish them in front of others	4	3.4	4	5	0	0
21.	Sets high goals for self, subordinates, and department						
22.	Displays a positive attitude on the job	4	2.9	3	4	2	0
23.	Sensitive to the implications of my decisions on others						
24.	Is a fair, consistent leader, and predictable leader	4	2.2	1	4	4	0
25.	Is not over-controlling or over-domineering person	4	3.6	5	4	0	0

Scoring	0.0 – 2.3	Urgent Problem Area
	2.4 – 2.7	Potential Problem Area
	2.8 – 3.1	Good Shape
	3.2 – 4.0	Excellent Shape

**What I think are my greatest leadership strengths/skills?**

I am very supportive toward the people I supervise or work with.

I am a very positive person.

My greatest need is seeing my people succeeding on the job and I will do anything to make this happen.

**What others think are my greatest leadership strengths/skills?**

Keeps open communication with all employees. Is always accessible. Responds quickly to requests for assistance. Is fair, but firm in decision-making.

Positive attitudes toward others. Willing to take other duties when one of the staff asks him to.

Desire to succeed.

Positive attitude, good technical skills, analytical, loves relay, good sense of humor.

Fair and consistent, clearly supports his team, listens to recommendations and individual situations before making a decision.

I think he has a great ability to work with someone if they have a problem. He is very patient in showing someone how to do something.

Bill is excellent with both his peers and subordinates. He is a motivator. He enhances departmental morale with his pleasing personality.

People person, people enjoy working for him.

### What leadership skills I think need to work on and improve?

I need to control my emotions when I get upset during meetings.

I need to work on gaining trust from my superiors by continuing to find ways to impress and win their respect.

**What leadership skills do others think that I need to work on and improve?**

Keep subordinates informed of his own schedule or changes, maintain more caution when discussing employee issues.

Achieve in asking others what he needs to do besides sitting and watching over the floor (if need to do some work).

Holding people accountable.

Needs to be unbiased and fair, treat everyone the same, not favoritism with buddies.

Most of the Operational Managers do not have any training in call processing therefore cannot adequately make decisions when assisting on call-processing issues. Does not hold others accountable for inferior work performance. Tries to play the nice guy all the time, tends to vent in small circus and project negative feelings.

I think that sometimes he shows a little favoritism to some of his people in not disciplining them for something that they have done and someone has brought it to his attention.

Consistency, patience, ensuring his team members have the knowledge to properly do their jobs. Not do it for them. Draw a thicker line subordinates as manager to subordinates vs. manager to friend.

Accountability, does not hold his employees accountable for deadlines.